



CGIAR Food Systems Accelerator Kick-Off Workshop

Work Package 3

Report

Ukama Ustawi

CGIAR Initiative on Diversification in East and Southern Africa

21 – 24 February 2023

Norrskén House Kigali, Rwanda

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About CGIAR

CGIAR is a global research partnership for a food-secure future. To learn more about Ukama Ustawi and other initiatives in the CGIAR research portfolio, please visit <https://www.cgiar.org/research/cgiar-portfolio/>

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Executive Summary

This report provides an overview of the CGIAR Food Systems Accelerator (CFSA) program's Kick-off workshop held at Norrsken House in Rwanda. The Kick-off workshop serves as a key milestone for the program because it is the official commencement of the technical assistance of the first cohort of 10 selected agribusinesses.

The CFSA is an agribusiness support of Work Package 3 (WP 3) within the Ukama Ustawi (UU) East and Southern Africa Initiative.

The workshop brought together the CGIAR research and science community, government officials, entrepreneur support organisations (ESOs), investors, and financial institutions, along with the 10 selected agribusinesses (Accelerator Partners). The Accelerator Partners (APs) come from Kenya, Rwanda, Uganda, and Zambia, with 50% being women founded and led enterprises. Collectively they work with over 39,000 smallholder farmers.

The objective of the workshop was to introduce the Accelerator Partners (APs) to the CGIAR research community of technical assistance providers and the wider ecosystem, create an inclusive co-creation agenda, build an innovation community, and identify further WP linkages within the UU Initiative.

The report highlights the program's objectives, addresses the challenges faced by agribusinesses in securing private sector investment, presents an outline of the needs for the APs as input for the program curriculum co-creation, and sets clear intentions for achieving WP 3's objectives through the CFSA program.

Overall, the CFSA programs aims to accelerate the scaling up of climate-smart agricultural solutions to smallholder farmers and other ecosystem stakeholders and build partnerships to promote sustainable food systems in the region.

Introduction

The **CFSA** is an agribusiness capacity-strengthening support program developed by WP 3 in the UU Initiative. It is a science-driven accelerator program designed to support agribusinesses scale climate-smart innovations in agrifood systems to solve pressing problems and to contribute to stronger and more sustainable value chains in East and Southern African countries. The accelerator leverages the portfolio of CGIAR innovations as well as the expertise of a wide network of international researchers from various disciplines. Agriculture and food systems knowledge is combined with social sciences to create systemic change while considering commercial parameters to ensure business success.

The **CFSA** program was launched in **Nairobi, Kenya on 23rd November 2022** with IFDC-2SCALE. This collaboration aims to showcase the synergistic relationship between a research-driven organization like **CGIAR** and an Entrepreneur Support Organisation (ESO) like **IFDC-2SCALE**, leveraging their respective strengths to bring climate-smart innovations to scale.

The **CFSA** team launched the 6-month technical assistance phase of the program with an event at **Norrskén Kigali House, Rwanda**. During the event, the team introduced the first cohort of **10 APs** from **Kenya, Rwanda, Uganda, and Zambia** to representatives from the CGIAR research and science community, government officials, investors, ESOs and financial institutions. The event aimed to facilitate connections between the cohort and technical assistance providers, identify areas for innovative climate-smart agricultural solutions, share market insights, and foster collaborations among ecosystem stakeholders.

The CGIAR Food Systems Accelerator Overview

The selected APs will receive support and training over a period of 6 months with a combination of technical assistance in **climate-smart agriculture (CSA)**, **impact measurement and management (IMM)** and **investment readiness**. Additionally, they will receive access to investors for follow-on private capital and mentoring from industry experts. Finally, a de-risking grant of USD 20,000 will be provided to four APs from each of the 4 countries that successfully complete the program. The APs will continue to receive post-program support for sustainable growth and fundraising after graduating from the accelerator through the program's Alumni network.

Objective

The objective of the accelerator program is to support up to 30 agribusinesses (40% women-led and 40% youth-led) with technical assistance and facilitate at least USD 5 million of new finance that has been unlocked, or in the process of being invested through debt, equity, or grants.

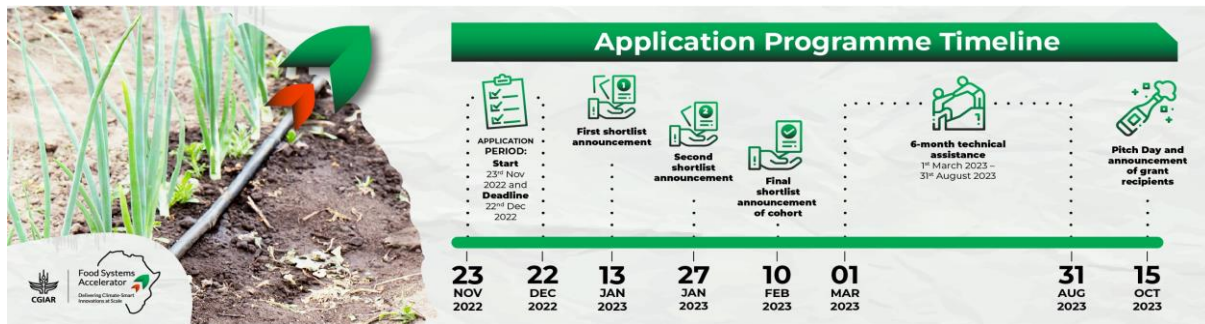
Partners

UU WP 1 - 5 is collaborating with the accelerator program by providing CSA technical support to the APs, whereas WP 6 is supporting on technical support to scale CGIAR innovations. The non-CGIAR partners supporting implementation are **IFDC-2SCALE** and **The Rallying Cry**.

Focus Countries

The program will be implemented in three phases and across **8 countries**, with the first cohort being from **Kenya, Rwanda, Uganda, and Zambia**.

Kick-off Workshop



The CFSA's core team initiated an open call for applications on 23rd November 2022, which attracted **849 applications** and converted into **288 highly competitive submitted applications** from the priority target countries. Following two rounds of selection, the team conducted interviews with 15 shortlisted candidates to delve deeper into their innovations that relate to the four priority innovation themes: **mechanization and irrigation, conservation, nutrition, and agricultural risk management.**

After the final selection process, the CFSA successfully onboarded the top 10 agribusinesses, which were then revealed to a broader audience of ecosystem stakeholders, including the CGIAR science and research community, government officials, investors, entrepreneur support organizations, and financial institutions in Rwanda on 22nd February 2023.

Objective of the Workshop

The purpose of the workshop was to provide support to the APs in several ways:

Firstly, the workshop aimed to familiarize them with the program so that they could fully understand how it operates and how it can help them achieve their goals. This included providing an overview of the program's key features and benefits.

Secondly, the workshop aimed to establish connections between the CGIAR researchers and the agribusiness cohort. This was done to create a collaborative environment where both parties could share their expertise and knowledge to identify opportunities to support the APs with technical assistance. The researchers were able to share the latest research findings and innovative practices in the field of climate-smart agriculture, while the agribusiness cohort were able to provide valuable insights into the practicalities of implementing these practices on the ground. A list of CGIAR researchers providing technical assistance can be found in the Annex.

Thirdly, the workshop aimed to identify areas and scope of work for climate-smart agriculture technical assistance for the agribusiness cohort. This involved a high-level needs assessment to determine the areas where the APs needed support, such as in improving irrigation techniques, adopting more efficient farming practices, and developing a lending product for smallholder farmers.

Finally, the last objective of the workshop was to facilitate the development of strong relationships and collaboration opportunities between the APs and a range of important ecosystem stakeholders. One of the keyways in which this was achieved was by providing a range of networking opportunities throughout the event. The APs had the opportunity to meet and connect with government officials, investors, financial institutions, agriculture corporates, and other key ecosystem stakeholders who were present at the workshop. This created a valuable platform for the APs to showcase their businesses and to learn from the expertise and experiences of these influential individuals and organizations.

Discussions and Activities

Picture 1 – CGIAR Food Systems Accelerator APs and UU representatives



Day One: 22nd February 2023

Opening remarks

The event commenced with opening remarks from Dr Evan Girvetz, Africa Lead for Climate Action and Global Lead Finance and Investments for Climate Action at The Alliance of Bioversity - CIAT, and Co-lead for the UU initiative.

He introduced the UU initiative and its objectives as a regional initiative led by CGIAR that aims to promote agriculture, food security, and environmental sustainability in East and Southern Africa. The initiative is inspired by the concept of Ukama Ustawi, which emphasizes the importance of building strong relationships and supporting one another to achieve prosperity and well-being. Dr Girvetz stated that UU brings together diverse stakeholders, including agribusinesses, researchers, private sector funders, and policymakers to co-create solutions for sustainable development in agriculture in the region. It focuses on a range of thematic areas, including crop and livestock improvement, climate adaptation, natural resource management, and nutrition-sensitive agriculture. The initiative also recognizes the importance of gender equity and social inclusion in sustainable development and aims to generate evidence-based solutions that can be scaled up and replicated in other contexts. The collaborative approach of UU promotes learning and innovation.



Picture 2 – Dr. Evan Girvetz, UU Co-lead

Dr Girvetz further introduced the CFSA program as an agribusiness support program within the UU initiative. It aligns with the principles of Ukama Ustawi and emphasizes the importance of building strong relationships and partnerships to co-create solutions for the agriculture sector. The CFSA focuses on accelerating the impact of research and innovation on food systems, bridging the gap between research and practice by engaging diverse stakeholders.

Finally, he presented the importance of the accelerator program to the private sector saying that it offers numerous benefits, including access to innovative solutions, market opportunities, collaboration and partnerships, and risk management.

Finally, he presented the importance of the accelerator program to the private sector saying that it offers numerous benefits, including access to innovative solutions, market opportunities, collaboration and partnerships, and risk management.

- Firstly, the program provides a platform for agribusinesses and the private sector to access cutting-edge research and innovation in food systems. This can help agribusinesses develop new products, services, and business models that are good for the environment and are socially inclusive.
- Secondly, the program supports agribusinesses in tapping into new markets and fostering strong linkages, helping agribusinesses differentiate themselves. The collaboration and partnership approach of the program can help the private sector build new relationships and networks and co-create solutions that are more effective and sustainable.
- Finally, the program can help the private sector manage risks related to food systems. By promoting sustainable and resilient food systems, the program can reduce risks related to climate change, and financial and social risks.

The second presenter was Mr Eric Gatera, Chief Technical Officer of the Ministry of Agriculture and Animal Resources of Rwanda, representing the Ministry at the event. He highlighted the importance of food systems to the region. Mr Gatera highlighted the following:



Picture 3 – Mr. Eric Gatera, Chief Technical Officer, Ministry of Agriculture and Animal Resources of Rwanda

- Agriculture is known to be the biggest contributor to total employment in Africa with current statistics indicating that 43.8% of employment on the continent is attributed to the agricultural sector, and 52% of Africa’s rural population is involved in agriculture.
- In 2021 the government of Rwanda hosted a food systems dialogue to bring together governmental, non-governmental and private sector stakeholders to discuss the transformative future of food systems.
- The CGIAR is a well-known agricultural research and innovation that encourages capacity building at a national level for several African countries for more than 50 years. The government of Rwanda welcomes this partnership considering the new climate change threats that continue to present themselves in their food systems and agricultural priorities.

In his closing remarks, Mr Eric Gatera expressed his gratitude to all the attendees for their active participation and interest in the future of our shared food systems. He emphasized the importance of strengthened collaboration among stakeholders to achieve the 2030 SDG goals, including the critical goal of ending hunger.

The CFSA Program Lead, Mercy Zulu-Hume, then made a presentation to explain the role and purpose of the accelerator program. She highlighted that one of the major challenges faced in agriculture in East and Southern Africa is inefficient agriculture value chains and the lack of resilience against climate shocks. The most affected by these inefficiencies and threats are the smallholder farmers. However, the potential impact of addressing these market gaps is immense. Agribusinesses and agritechs across East and Southern Africa are working towards transforming the sector by offering new innovations that increase yields and productivity sustainably, de-risk and improve value chain linkages, increase farmer incomes, and strengthen land, food, and water systems.

She further added that while agribusinesses and agritechs are doing a great job in strengthening food systems, they still face several challenges and need support. One of the primary challenges is the need for access to the required technical skills and knowledge to develop and scale products and services. R&D costs are also high, which makes it difficult to develop stronger technical solutions. Additionally, regulatory issues in the agriculture sector in the region can be difficult to navigate, which creates problems for operations and

expansion into exports. There are also financial, environmental, and social risks that are difficult to assess and manage. At the centre of the challenges that agribusinesses and agritechs face is access to financing to expand and scale, and in some cases, to just survive. The agriculture sector is one of the most capital-intensive and “capital-hungry” investment sectors in the region. It was highlighted that the agribusinesses present here today can explain how enormous their financing needs are and just how fast money runs out. Despite this, it is also one of the most underfunded sectors. Over the decades, the public sector has been funding agriculture, but to bridge the funding gap, we need the involvement of the private sector.

Finally, Mercy Zulu-Hume explained that to address these challenges, the CGIAR Food Systems Accelerator Program was developed. The program operates in the same way as a conventional accelerator program, providing investment readiness, but with one distinct difference. It complements this offering with the best available scientific technical assistance to support agribusinesses and agritechs to address the challenges facing food systems.

The program takes an evidence-based approach that ensures that the technical assistance offered is based on the best available scientific evidence to guarantee solutions offered are effective and relevant to the needs of agribusinesses and farmers. In this way, agribusinesses are empowered to make better decisions because they have the best available and up-to-date information, which can improve their outcomes. The program aims to meet agribusinesses at their point of need by strengthening their capacity, so they can scale CSA innovations to the farmers they work with and contribute to more sustainable food systems. The program also aims to increase investor confidence by reducing the risk of investing in agribusiness ventures and providing a strong pipeline of inclusive and sustainable agribusiness and agritechs.

Panel Discussion

To discuss and provide relevant information on diversified finance options, the team organized a panel discussion titled "**Access to Finance for Agribusinesses in East and Southern Africa**," moderated by Mercy Zulu-Hume, the Program Lead. The panel included experts such as Sheila Alumo, the Founder of [East Africa Development Company Limited](#), and one of the agribusinesses selected for the program; Judith Ngonyo, Investment Manager at [Goodwell Investments](#); Peter Kirimi, Senior Financial Inclusion Specialist at IFDC-2SCALE; and Hauke Dahl, Program Co-lead.

The panel discussed that traditional banking systems often pose a challenge for agribusinesses and agritechs to obtain funding, as banks require surety against the risk they undertake in granting loans. The panel offered various financing options, including grants, equity, debt financing, and venture capital, depending on the stage of the business. Moreover, a social bias against women in the agricultural sector was highlighted, where Sheila

Alumo shared her experience of struggling to secure financing at the inception of her business due to the lack of audited financials, proven business track record, and collateral.

To address these challenges, the CFSA has implemented robust vetting processes for agribusinesses, agritechs, and investors, ensuring balanced matching, risk reduction, and the creation of stronger pipelines with APs and investors. The panel discussion was an essential step towards providing relevant information and creating opportunities for funding for agribusinesses and agritechs in East and Southern Africa.



Picture 4 – L to R: Sheila Alumo (EADC), Judith Ngonyo (Goodwell Investments), Peter Kirimi (2SCALE), Hauke Dahl (IWMI - CGIAR) and Mercy Zulu-Hume (ABC – CGIAR)

Cohort Reveal



Picture 5 – The CGIAR Food Systems Accelerator Program first cohort of 10 agribusinesses from Kenya, Rwanda, Uganda, and Zambia and The Rallying Cry Founder Carey Bohjanen (far right)

The program then progressed to the cohort reveal. This marked a significant milestone in the program's journey towards supporting agribusinesses in East and Southern Africa. The unveiling ceremony was a moment of great excitement and anticipation as the program's team presented the selected cohort to the stakeholders present. The cohort comprises a diverse group of entrepreneurs and innovators who are working on sustainable solutions to the challenges facing the food systems in the region. They were selected based on their potential to create transformative impact in the agriculture sector. This first cohort includes a range of agribusinesses and agritechs that work across the value chain, from production and processing to marketing and distribution. The unveiling of this cohort is a clear demonstration of the program's commitment to supporting inclusive and sustainable food systems in the region. Collectively, these agribusinesses are **working with over 40,000 smallholder farmers** across East and Southern Africa. A summary of the cohort is provided below:

Table 1 - Summary of the cohort of agribusinesses

| Country | Name of Agribusiness | Description of business activities | Founder (M/F) |
|---------|---------------------------------------|--|---------------|
| Rwanda | Afri - Farmers Market | Leveraging technology and the power of E-commerce, this social enterprise is on a mission to help farmers across Africa practice sustainable farming while accessing markets at fair prices. | Male |

| | | | |
|--------|---|---|--------|
| | Aggregator Trust Rwanda | Together with its partners the Aggregator Trust is working to build the resilience of farmers through different seasons ensuring access to relevant research and information for sustainable farming. | Female |
| Kenya | Batian Nuts | Incorporated in 2017, this company sources macadamia nuts from smallholder farmers for world-class agro-processing, with growth plans of venturing into the groundnuts and cashew nuts markets shortly. | Male |
| | Stable Foods | Stable Foods provides an end-to-end solution to help smallholder farmers produce at scale. From irrigation as a service to providing inputs and training, farmers can select solutions suitable to their needs. | Male |
| | The Insectary | Applying circular principles, The Insectary Kenya returns food waste to the food chain by using black soldier flies to produce an alternative protein source for animal feeds. Their research-based solution targets medium-scale farmers seeking an affordable and consistent supply of protein. | Female |
| | Shamba Records | With over 20 years of combined experience in agriculture and ICT, Shamba Records is an Agtech company to digitize the sub-Saharan Agricultural sector. The company collects and aggregates farmers' production data on a real-time basis, intending to link it to markets. | Male |
| Zambia | Farm Depot | Recognizing that Zambian rural farmers lack access to relevant information and inputs for profitable farming, and with locations close to the farmers, Farm Depot strives to provide high-quality inputs for both crops and livestock as well as advice. | Female |
| | Forest Africa Zambia | Zambia is endowed with several indigenous wild fruits which this company has monetized by producing juice. It is already at a capacity of 15,000 litres per month and its products are stocked across retail outlets in Lusaka. | Male |

| | | | |
|---------------|---|---|--------|
| Uganda | <u>Eastern Africa Development Company Ltd</u> | A social enterprise registered in 2016 and with a network of 3000 farmers, this company’s major focus is value addition resulting in the production of highly fortified foods e.g., flour. Its objectives include contributing to ending Uganda’s multi-nutritional deficiencies while at the same time increasing farmers’ wealth. | Female |
| | <u>Yellow Star Produce and Processors (U) Ltd</u> | A family business intent on poverty reduction through employment creation, the company produces nutritious food products for a range of customers including flour, peanut butter, honey and so on. | Female |

Cohort Building Challenge

A team-building activity was organized as the final group activity of the day for the APs and some of the CGIAR researchers. The activity was designed to be both physically and intellectually challenging, with the objective of building emotional capital that could be leveraged for the next 6 months of the accelerator and beyond. The activity was facilitated by AnnRita Njiru from The Rallying Cry, and after its completion, a discussion was held on lessons from the challenge that could be applied to entrepreneurship.

The participants highlighted several key takeaways, including the importance of an enabling environment for achieving business goals, setting realistic goals, and taking practical action to achieve them, the need for investors to be more empathetic with entrepreneurs, and the benefits of choosing the path of least resistance and focusing on low-hanging fruits first in terms of strategy and goal setting. The team-building event concluded with an informal networking session among all participants.



Picture 6 – Community building exercises between APs, CGIAR researchers and other ecosystem stakeholders

Accelerator Partners and technical assistance specialists

Day Two: 23rd February 2023

Program Introduction and Overview

The main objective of the day was to have a formal introduction of the Technical Assistance providers and the APs. The main focus was to establish an environment that will encourage both parties to participate in co-creating the program curriculum. This will be done by conducting a needs assessment of the APs. The accelerator program will be executed in three phases, namely:

1. Diagnostics phase (needs assessment) (1 month)
2. Design phase (co-creation) (1 month)

3. Delivery phase (4 months)

Co-creative “wish-list” Development

The second day of the workshop included the APs, CGIAR researchers and investment readiness TA advisors. The first item on the agenda was a session led by Carey Bohjanen, in which the APs shared their feedback on the workshop so far. The participants used words such as "exciting," "eye-opening," "inspiring," "invigorating," "valuable," "informative," "promising," and "surprising" to describe their experience. Based on this feedback, Carey Bohjanen guided the Accelerator Partners in identifying their priority technical assistance needs. The resulting "wish list" is summarized below:

Table 2 - Summary of technical assistance wish-list

| PARTNER | DESIRED TECHNICAL ASSISTANCE |
|--|---|
| Forest Zambia Africa <i>Frazer Handondo</i> | <ol style="list-style-type: none"> 1. Research on different wild fruit formulations and specifically on post-production practices from food experts 2. Investor Readiness 3. How to build a robust seed bank to protect biodiversity especially when wild fruits are off-season |
| Farm Depot <i>Nina Gibson</i> | <ol style="list-style-type: none"> 1. Birds Eye View – financial, strategic/retail. business analysis/ 2. Tech expertise with shifting from retail to tech-based |
| Afri- Farmers Market <i>Norman Mugisha</i> | <ol style="list-style-type: none"> 1. Create a holistic sourcing-aggregation-distribution strategy 2. Recruiting/Upskilling the team with tools to support their network of farmers |
| Aggregator Trust Rwanda <i>Safina Mukagatete</i> | <ol style="list-style-type: none"> 1. Food processing expansion expertise 2. Investment Readiness |
| Eastern Agricultural Development Co. Ltd <i>Sheila Alumo</i> | <ol style="list-style-type: none"> 1. Technical support in food processing, 2. Developing a robust marketing and distribution strategy. 3. Market research and readiness for pre-cooked beans especially. 4. Assistance to build a robust network of farmer suppliers – how best to build farmer loyalty i.e. managing the risk of site-selling. 5. Building a capable team in order to take a break off from active management of the organisation 6. Facilitation of interactions (relationships and networks) post the 6 months. |
| Yellow Star Produce And Food Processors (U) Ltd <i>Okot Florence</i> | <ol style="list-style-type: none"> 1. Access to market linkages |
| Batian Nuts <i>James Karanja</i> | <ol style="list-style-type: none"> 1. TA around training of personnel(field officers) to train farmers on technical aspects of ground-nut production 2. Expertise in groundnut production and processing 3. New research-based products that can go to new market strategies/linkages. 4. TA of Farmer messaging on SMS platform; how to create good and engaging content and hook farmers. |

| | |
|--|---|
| | 5. TA on ramping up seed production for ground-nuts (seed bank) |
| Shamba Records <i>George Maina</i> | <ol style="list-style-type: none"> 1. Access to current database access on crops and livestock to be able to push it to the last mile (farmers). 2. Soil profiles and input matrix, fertility level (playbook for success). 3. Last mile implementation partner. 4. Funding 5. Impact and Results (storytelling) |
| The Insectary <i>Rosanne</i> | <ol style="list-style-type: none"> 1. Technical Assistance especially in building partnerships (Value chain and ecosystem – enabling environment) |
| Stable Foods <i>Andrew Massaro</i> | <ol style="list-style-type: none"> 1. Production support 2. Farming and horticulture expertise 3. Agronomical science assistance to lower costs and increase margins to attract investors. |

Design and Diagnostics Session

During the workshop, IFDC-2SCALE, who are implementing partners in the CFSA program, emphasized the importance of setting expectations from the agribusiness point of view to avoid redundancy in the program's design. It was noted that the APs need to understand how the program will benefit their businesses, avoid repetition that is common in various accelerator programs, and capture the interests of all stakeholders involved.

To achieve this, Salome Ng'ang'a and Peter Muthee from IFDC-2SCALE introduced the Problem, Solution, and Impact (PSI) Framework, with a focus on creating shared business value. This framework will be integrated into the six-month technical assistance programming starting on March 1st, 2023, as a diagnostic and design process to develop a solution and program specific to the partner's needs.

To wrap up the day, some CGIAR technical assistance specialists presented on climate-smart topical focus areas. The main focus was on Gender Equality and Social Inclusion (GESI), Impact Measurement and Management (IMM), and the Enabling Environment (EE). These areas are key themes of the CFSA in achieving its intended objectives:

Gender Equality and Social Inclusion (GESI) – Dr Karen Nortje, Senior Researcher (IWMI)



One of the UU initiative's objectives is to include women and youth in empowering their engagement in the agribusiness ecosystems by mapping challenges and opportunities to address gender and social inequality and applying inclusive and coordinated interventions for transformative change. WP 5 (**Gender Equality and Social Inclusion (GESI)**) represented by **Dr Karen Nortje**, seek to support the **CFSA** by

strengthening the capacity and agency of men and women within the agribusiness ecosystem. During the presentation to the APs, Dr Karen Nortje emphasized that gender should not be viewed as solely pertaining to females. Additionally, she highlighted that increasing the number of women and youth in an organization is not sufficient for promoting social inclusion. Rather, the focus should be on achieving transformative change in the gender construct and policy conversations. The improvement of gender equality and social inclusion in organisational value chains promotes brand and reputational strengthening and improved compliance to environmental social standards as well as customer loyalty stemming from ethical sourcing. In her engagements with our APs, the following stood out:

- To address the impracticality of current environmental and societal constructs of gender and social inclusion, a gender action plan will be conceptualized, promoting better practices in these areas.
- Mentorship programs will be provided to encourage women and youth to take up space and grow into leadership roles.
- The issue of land accessibility for women will be addressed, with a focus on how SMEs can support this without causing division or increasing the risk of domestic violence.
- A policy framework for Gender Equality and Social Inclusion will be developed.

Impact Measurement and Management (IMM) – Dr Andreea Nowak, Research Team Leader (ABC)



Dr. Andreea Nowak presented that the promotion of sustainable production through climate-smart agriculture is achieved by measuring impact, which is reflected in increased yields and income for agribusinesses and agritechs, reduced vulnerability, and improved climate resilience through adaptive capacity and greenhouse gas emissions reduction in agricultural value chains. Dr Andreea Nowak's focus within the CFSa is to assess the current impact measurements and metrics used by the APs and develop additional indicators for impact measurement reporting, data collection, consolidation, and fundraising. The primary goal of this area is to understand the environmental and social impacts of concern to APs, providing solutions for mitigation, adaptation and productivity that can address poverty, food insecurity, and malnutrition, as well as promoting job creation, productivity, profitability, and increasing yields and income generation.

Enabling Environment (EE) – Dr Idil Ires Kahn, Political Economics Fellow (IWMI)



The enabling environment is a policy and governance approach that aims to promote sustainable diversification and intensification of multifunctional landscapes. Its focus is to provide an evidence-based decision-making platform that fosters partnerships between the public and private sectors. As a starting point, government compliance through policy development and implementation is essential to incentivize smooth operation. During her presentation, **Dr Idil Ires Kahn** representing WP 4 emphasized the importance of the

Agribusiness Enabling Environment (AEE) in providing targeted technical assistance, mapping, and policy advocacy to address major barriers in agribusiness operations. The AEE prioritizes the AP needs, provides relevant industry associations, and establishes policy harmonization to benefit the APs.

Investment Readiness – Salome Ng’ang’a, Financial Inclusion Specialist (IFDC –2SCALE)



Salome Ng’ang’a initiated her presentation by highlighting the major obstacles faced by agribusinesses on their path to expansion, such as inadequate collateral, unproven track records, lack of business plans, unsuitable financial instruments, and prolonged processes.

IFDC-2SCALE and its network will collaborate with each AP in this program to provide investment readiness and business development support, assisting them in securing financing from the private sector. The process begins with design and diagnostic assessments, offering a comprehensive understanding of each business's needs, followed by technical input and support to make each AP investment ready. After the support period, the APs will participate in a pitch day, where four out of the ten will be chosen to receive a de-risking grant.

Internal Ukama Ustawi Team Reflection

Day 3: 24th February 2023

After two days of sharing knowledge and facilitating connections, the CGIAR UU team held a strategy and reflection session to discuss the Kick-off event, reflect on the event and develop strategies on how to formulate the 6-month technical assistance program. The team aims to integrate recommendations from both the APs and the technical assistance specialists into a unified strategic plan.

The session was led by Hauke Dahl, the co-lead of the CFSa. He engaged the technical assistance specialists to gather feedback and understand how they intend to develop their respective areas of impact based on the cohort's input. The following outputs were formulated from the discussions:

Table 3 – CGIAR UU Internal Strategy and Reflection

| Content | Contributions |
|---|---|
| <ul style="list-style-type: none"> • 10 APs were selected using the designated methodology. • A report for each AP will be developed based on the Diagnostic and Design calls held with both the technical assistance specialists and the APs. | <ul style="list-style-type: none"> • A concept note outlining the Enabling Environment's role in the CFSA will be developed by Work Package 4. • The team will discuss the desired level of complexity for program implementation. • Work Package 5, focused on Gender Equality and Social Inclusion (GESI), aims to identify additional areas of focus for expansion within the CFSA. • Impact Measurement Management processes will be implemented and diversified based on the climate-smart agriculture (CSA) methodology, drawing on the team's experience from the AICCRA project. • Investment readiness will follow the framework provided by IFDC-2SCALE. |
| Benefits | Architecture |
| <ul style="list-style-type: none"> • Active stakeholder engagement to be promoted. • Collaboration to be prioritized based on shared thematic areas. • Strategic tools to be developed and consolidated to move away from working in silos as an initiative. | <ul style="list-style-type: none"> • The main focus areas of the CFSA are innovations, impact measurement and management (IMM), Gender Equality and Social Inclusion (GESI), and the enabling environment (EE). • The Accelerator's approach involves a three-step process: Diagnostic, Design, and Delivery. • The Accelerator engages in a co-creation process with the agribusinesses to understand their needs and provide support and assistance accordingly. • Content development takes place during the delivery stage, which includes field trips and in-person engagements. |

Concluding Remarks

In conclusion, the three-day workshop for the CGIAR Food Systems Accelerator Program was a success. The workshop gave the agribusiness cohort a comprehensive understanding of the program and how it can help them achieve their goals. The connections established between the CGIAR researchers, and the agribusiness cohort created a collaborative environment that allowed both parties to share their knowledge and expertise, resulting in identifying areas for technical assistance.

The high-level needs assessment enabled the program to prioritize the focus areas of technical assistance, such as climate-smart agriculture, gender equality and social inclusion, and impact measurement and management. The workshop also facilitated networking opportunities with private sector investors, allowing the agribusiness cohort to connect with them and begin building relationships, as well as other stakeholders who can provide valuable support and assistance to their businesses.

Overall, the workshop has set the foundation for a successful accelerator program that will provide the agribusiness cohort with the necessary technical assistance and support to scale their climate-smart innovations sustainably, positively impacting smallholder farmers and food systems in the region.

Annex 1: Agenda

Kick-off Programme

| | |
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| TUESDAY, 21 February | |
| <i>The arrival of International Participants</i> | |
| <i>Location: Kigali, Marriott Hotel, KN 3 Avenue</i> | |
| All day | Arrival of international participants and check-in at the Marriott Hotel, Kigali |
| WEDNESDAY, 22 FEBRUARY | |
| <i>Location: Norrskén House 1 KN 78 St, Kigali, Rwanda</i> | |
| 07:30 | Shuttles depart Marriott Hotel |
| 08:00 – 08:30 | Participant Registration & Networking: Coffee/Tea |
| 08:30 – 09:00 | Welcome and Opening |
| 10 min 10 min 10 min | <ul style="list-style-type: none"> • Welcome: Carey Bohjanen, MC, Founder, The Rallying Cry • Opening remarks: Evan Girvetz, Africa Lead for Climate Action and Global Lead Finance & Investments for Climate Action at CIAT • Official Address: Eric Gatera, Chief Technical Advisor, Ministry of Agriculture and Animal Resources |
| 09:00 – 10:00 | The CGIAR Food Systems Accelerator Program: Overview & Objectives |
| 15 min 15 min 10 min | <p>Plenary presentations:</p> <ol style="list-style-type: none"> 1. The Role and Purpose of the CGIAR Food Systems Accelerator Program: Mercy Zulu-Hume, Program Lead 2. How can the CGIAR Food Systems Accelerator Program support your business journey? Salome Ng'ang'a, Financial inclusion specialist, 2SCALE and Hauke Dahl, Program Co-lead 3. Mentimeter: What's on your wish list for the CGIAR Food Systems Accelerator Program? Carey Bohjanen, MC 4. Setting the scene: The agribusiness ecosystem in East and Southern Africa: Dario Giuliani, Founder & Director, Briter Bridges |
| 10:00 – 10:30 | COFFEE/TEA BREAK |
| 10 min 20 min | Group Coffee/Tea & Networking |
| | Photo |

| | |
|--|--|
| 10:30 – 11:30 | Panel: Access to Finance for Agribusinesses in East and Southern Africa |
| | Moderated by: Mercy Zulu-Hume, Program Lead Panellists: <ul style="list-style-type: none"> • Peter Karimi – Senior Financial Inclusion Specialist, IFDC-2SCALE • Judith Ngonyo – Investment Manager, Goodwell Investments • Sheila Alumo – Founder and CEO, East Africa Development Company Ltd • Hauke Dahl – Co-lead, CGIAR Food Systems Accelerator Program |
| 11:30 – 12:00 | Cohort Unveiling |
| 12:00 – 13:00 | LUNCH BREAK |
| 13:00 – 14:30 | Cohort Onboarding (Closed Session) |
| | Investors and Financial Institutions: Dialogue with entrepreneurs, moderated by : Carey Bohjanen , MC Goodwell Investments, FINCA Ventures, Root Capital, Prospero, DFCD, Grassroots Business Fund,- Equity bank(TBC) |
| 14:30 - 14:45 | BREAK |
| 14:45 - 16:00 | Cohort Activity |
| 16:00 - 17:30 | Evening Social Cocktail |
| | END OF DAY ONE |
| 18:00 -18:15 | Shuttle Leaves for Marriott Hotel |
| DAY TWO: | Closed Sessions with Agribusiness Cohort and Technical Assistance Providers |
| THURSDAY, 23 FEBRUARY | |
| <i>Location:</i> Norrsken House Kigali, Rwanda | |
| 07:30 | Shuttles depart Marriott Hotel |
| 08:00-08:40 | Agenda Overview & Community Building Exercise |
| 10 min | Agenda and overview: Carey Bohjanen, MC |
| 30 min | Community Building Exercise: AnnRita Njiru, Program Manager, The Rallying Cry |
| 8:40 – 10:40 | Cohort Engagement & High Level Needs Assessment |
| 30 min | Introductions by cohort: Discussion: AnnRita Njiru, Program Manager, The Rallying Cry |

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| 1 hr 30 min | Basic Module of Diagnostics & Design: <i>Salome Ng'ang'a, Financial inclusion specialist, 2SCALE-IFDC & Peter Muthee, IFDC Consultant</i> |
| 10:40 – 11:00 | COFFEE/TEA BREAK |
| 11:00 -11:30 | Program Intention Setting |
| 30 min | Cohort Program Expectations Setting: <i>AnnRita Njiru, Program Manager, The Rallying Cry</i> |
| 11:30 - 12:30 | Introduction to Technical Advisors - Climate Smart Agriculture |
| 20 min | Introduction and Overview; <i>Program Co-lead, Hauke Dahl</i> |
| 20 min | Gender and social inclusion; <i>Karen Nortje, Senior Researcher, Gender & Social Inclusion, IWMI (10 min presentation & 10 min Q&A)</i> |
| 20 min | Impact Measurement and Management; <i>Andreea Nowak, Research Team Leader, ABC (10 min presentation & 10 min Q&A)</i> |
| 12:30 – 13:30 | LUNCH BREAK |
| 13:30 – 14:10 | Introduction to Technical Advisors - Climate Smart Agriculture (Cont'd) |
| 20 min | Enabling environment; <i>Idil Ires, Policy Fellow IWMI (10 min presentation & 10 min Q&A)</i> |
| 20 min | Investor readiness: <i>Salome Nganga, Financial Inclusion Specialist, 2Scale (10 min presentation & 10 min Q&A)</i> |
| 14:10 – 14:40 | BREAK |
| 14:40 – 16:00 | Recap and Conclusions |
| | <i>Recap of day 1 and 2</i> <i>Summary of conclusions</i> <i>Closing Remarks</i> |
| 16:30 - 17:00 | Shuttle Leaves for Marriott Hotel |
| 18:00 | Networking Dinner |
| | Friday, 24FEBRUARY <i>Location: Norrsken House Kigali, Rwanda</i> |

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|---------------|---|
| 8:00 | Shuttles depart Marriott Hotel |
| 8:00 – 9:30 | Reflection on Day 1 and Day 2 with Technical Assistance Specialists |
| 9:30 – 10:00 | COFFEE/TEA BREAK |
| 10:00 – 11:00 | Strategy session with the Technical Assistance Specialists |

Annex 2 : Participants List

QR Code Participants List

| Timestamp | Name | Email | Organization | What days will you attend | Gender | Under 35 | Africa - based |
|--------------------|------------------------|----------------------------|-----------------------------|---------------------------|--------|----------|----------------|
| 2/22/2023 9:04:10 | Idli Ires | l.ires@cgiar.org | IWMI | All of the above | Female | Yes | Yes |
| 2/22/2023 9:04:10 | KEÏTA Mélanie | melanie.keita@melaninka | Melanin Kapital | 22 February 2022 | Female | Yes | Yes |
| 2/22/2023 9:04:35 | Darshan Dhakan | ddhakan@gbfund.org | Grassroots Business Fun | 22 February 2022 | Male | No | Yes |
| 2/22/2023 9:04:42 | Hauke Dahl | h.dahl@cgiar.org | IWMI/ CGIAR Food Syste | All of the above | Male | Yes | Yes |
| 2/22/2023 9:04:46 | Evan Girvetz | e.girvetz@cgiar.org | CGIAR / UU | 22 February 2022, 23 Fet | Male | No | Yes |
| 2/22/2023 9:04:51 | Tinashé | t.dirwai@cgiar.org | IWMI | All of the above | Male | Yes | Yes |
| 2/22/2023 9:05:02 | Norman Mugisha | afrifarmersmarket1@gma | Afri-Farmers Market | All of the above | Male | Yes | Yes |
| 2/22/2023 9:05:05 | Judith Nkonyo | judith@goodwell.nl | Goodwell Investments | 22 February 2022 | Female | Yes | Yes |
| 2/22/2023 9:05:17 | Marc Schut | m.schut@cgiar.org | CGIAR/ Wageningen Univ | 22 February 2022 | Male | No | Yes |
| 2/22/2023 9:05:46 | Ngowenani Nohayi | N.NOHAYI@CGIAR.ORG | IWMI-South Africa | 22 February 2022, 23 Fet | Female | Yes | Yes |
| 2/22/2023 9:06:02 | Andrew massaro | andrew.massaro@stable- | Stable Foods | 22 February 2022, 23 Fet | Male | No | Yes |
| 2/22/2023 9:06:05 | Ian Isherwood | isherwood@wfwkenya.or | DFCD | 22 February 2022 | Male | No | Yes |
| 2/22/2023 9:06:21 | Denise Lozano | d.lozano@cgiar.org | Worldfish | All of the above | Female | No | No |
| 2/22/2023 9:06:26 | Salome Ng'ang'a | snganga@2scale.org | IFDC 2SCALE | 22 February 2022, 23 Fet | Female | Yes | Yes |
| 2/22/2023 9:06:35 | Everisto Mapedza | E.Mapedza@cgiar.org | IWMI | All of the above | Male | No | Yes |
| 2/22/2023 9:06:38 | Andreea Nowak | a.nowak@cgiar.org | Alliance of Bioversity and | 22 February 2022, 23 Fet | Female | Yes | No |
| 2/22/2023 9:06:40 | Innocent Murwanashyaka | imurwanashyaka_ic@roof | Root Capital Inc | 22 February 2022 | Male | No | Yes |
| 2/22/2023 9:06:51 | Sam Karanja | skaranja@mercycorps.org | Mercy Corps Agrifin | 22 February 2022 | Male | No | Yes |
| 2/22/2023 9:06:53 | Frazer Handondo | frazerhandondo@yahoo.c | Forest Africa Zambia Ltd | All of the above | Male | No | Yes |
| 2/22/2023 9:07:01 | Okot Florence | okotflo@gmail.com | Yellow Star Produce & Fo | All of the above | Female | No | Yes |
| 2/22/2023 9:07:09 | Jacqueline | Jacqueline.kigima@finca | Finca Ventures | 22 February 2022 | Female | Yes | Yes |
| 2/22/2023 9:07:15 | JAMES KARANJA GICHU | skaranja@batiannuts.co.ki | Batian Nuts Ltd | 22 February 2022, 23 Fet | Male | No | Yes |
| 2/22/2023 9:07:56 | Etienne Claereboudt | e.claereboudt@cgiar.org | Cip | 22 February 2022, 23 Fet | Male | Yes | Yes |
| 2/22/2023 9:07:57 | Matieyedou KONLAMBIG | m.konlambigue@cgiar.org | IITA | 22 February 2022 | Male | No | Yes |
| 2/22/2023 9:08:00 | AnnRita | annrita@therallyingcry.org | The Rallying Cry | 22 February 2022, 23 Fet | Female | No | Yes |
| 2/22/2023 9:08:28 | Eric Gatara | egatara@minagri.gov.rw | Ministry of Agriculture and | 22 February 2022 | Male | No | Yes |
| 2/22/2023 9:09:38 | Lombe Batunda | lombemuzala@gamil.com | Prospero Limited | 22 February 2022 | Female | Yes | Yes |
| 2/22/2023 9:11:00 | Roseanne Mwangi | info@theinsectary.co.ke | The Insectary Limited | 22 February 2022, 23 Fet | Female | No | Yes |
| 2/22/2023 9:11:01 | George Maina | gmaina@shambarecords. | Shamba Records Limited | 23 February 2022, 24 Fet | Male | Yes | Yes |
| 2/22/2023 9:13:37 | Kepha Machira | kephasmash@hotmail.coi | IFDC | 22 February 2022, 23 Fet | Male | No | Yes |
| 2/22/2023 9:57:30 | Bitta W. | bitta@goodwell.nl | Goodwell Investments BV | 22 February 2022 | Male | No | Yes |
| 2/22/2023 10:00:08 | Sheila Alumo | sheeliner@yahoo.co.uk | Eastern Agricultural Deve | All of the above | Female | No | Yes |
| 2/22/2023 10:41:30 | WILLIAM NKAPAPA | wnkapapa@ifdc.org | IFDC | All of the above | Male | Yes | Yes |
| 2/22/2023 11:42:32 | Mahlatse Nkosi | m.nkosi@cgiar.org | IWMI | All of the above | Female | Yes | Yes |
| 2/22/2023 11:43:09 | Peter Muthee | pemumwa@gmail.com | Farmworks | All of the above | Male | No | Yes |
| 2/22/2023 12:11:46 | Safina Mukagatete | smukagatete@gmail.com | Aggregator Trust Rwanda | All of the above | Female | No | Yes |
| 2/23/2023 7:27:16 | Nina Gibson | nina@farmdepot.co.zm | Farm Depot | 22 February 2022, 23 Fet | Female | No | Yes |
| 2/23/2023 8:41:01 | Okot Florence | okotflo@gmail.com | Yellow Star Produce & Fo | All of the above | Female | No | Yes |
| 2/23/2023 9:03:39 | Nathanial Peterson | nathanial.peterson@busa | Busara/Alliance | 22 February 2022, 23 Fet | Male | No | Yes |
| 2/23/2023 9:04:26 | Karen Nortje | k.nortje@cgiar.org | IWMI | 22 February 2022, 23 Fet | Female | No | Yes |
| 2/23/2023 9:04:26 | Etienne Claereboudt | etienne.claere@gmail.com | Cip | 22 February 2022, 23 Fet | Male | Yes | Yes |
| 2/23/2023 9:06:18 | Peter Kirimi | pkirimi@2scale.org | IFDC (2SCALE) Internatic | All of the above | Male | No | Yes |
| 2/23/2023 9:07:03 | Ani Ghosh | a.ghosh@cgiar.org | CGIAR | 22 February 2022, 23 Fet | Male | No | Yes |
| 2/23/2023 9:07:21 | Peter Kirimi | pkirimi@2scale.org | IFDC (2SCALE) Internatic | All of the above | Male | No | Yes |
| 2/23/2023 10:22:44 | Carey Bohjanen | carey@therallyingcry.org | The Rallying Cry | 22 February 2022, 23 Fet | Female | No | No |
| 2/23/2023 10:22:59 | Frazer Handondo | frazerhandondo@yahoo.c | Forest Africa Zambia Ltd | All of the above | Male | No | Yes |
| 2/23/2023 10:23:16 | Safina Mukagatete | smukagatete@gmail.com | Aggregator Trust Rwanda | All of the above | Female | No | Yes |
| 2/23/2023 10:23:16 | Murat Sartas | m.sartas@cgiar.org | CGIAR (IWMI) | 22 February 2022, 23 Fet | Male | No | Yes |
| 2/23/2023 11:45:28 | Phindiwe Nkosi | p.nkosi@cgiar.org | IWMI | All of the above | Female | No | Yes |
| 2/23/2023 12:52:12 | Norman Mugisha | afrifarmersmarket1@gma | Afri-Farmers Market | 24 February 2022 | Male | Yes | Yes |



Annex 3: CGIAR Food Systems Accelerator Program Kick-off event

Photos

22 February 2023 – CFSA event photos

23 February 2023 – CFSA event photos

24 February 2023 – CFSA event photos

Videos

[22 February 2023 – CFSA event video – Day 1](#)

[23 February 2023 – CFSA event video – Day 2](#)

Annex 4: Presentations

22 & 23 February 2023 – Master Deck Presentations